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5 May 1972

MEMORANDUM FOR:

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Carl and I have reviewed the project proposal to review S&T intelligence products and have also asked for comments from Dr. Chamberlain and Mr. Brandwein. Let me offer the attached memorandum from Dave Brandwein as a summary of our thoughts on the matter.

With regard to Mr. Brandwein's first comment about other activities that are already underway, I too have heard Mr. Sorrels' preliminary report on his analysis and I have been impressed with his technique and the comprehensiveness of his work. I think you would find his methodology of interest as you plan your own procedures. In any event, it would seem important to incorporate or take account of his data and analysis in whatever work the community undertakes.

Mr. Brandwein's comment about the significance of informal reporting to the production business is particularly important. So is the fact that many of the requirements against which we work are informal in nature and frequently not documented in a routine fashion. It will be important to take both these factors into account in planning the inventory of products and requirements.

Let me know if I can help in any way.



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Donald H. Steininger
Assistant Deputy Director
for
Science and Technology

Attachment:
As Stated

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DD/IC 72-6361

DD/S&T# 1310-72

28 April 1972

MEMORANDUM TO: Assistant Deputy Director for Science and Technology

SUBJECT: Comments DCI/IC/PRG proposed project, "The Production of S&T Intelligence"

1. In general, the idea of doing a study of S&T intelligence production makes sense. But it ought to take advantage of work already going on in this field. I know of two current efforts which cover much of the area proposed by [redacted]

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2. First, Charles Sorrels, OMB, has been studying the missile and space technical analysis process. He has been busy at this for the last six months, and now has a lengthy report in draft. Sorrels has focused on such matters as the dissemination of raw intelligence to analytic groups, the allocation of manpower to different research projects and the quality of communication between analytic groups. He expects to finish the job soon. Following this, the report is to be sent by the Director of OMB to the DCI, and a response will no doubt be expected.

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3. Second, the IG is conducting, for Mr. Colby, a study of the evaluation of finished intelligence. The investigators are [redacted] and [redacted]. Their effort includes all producers of finished intelligence within the CIA. They have been looking into such things as the nature of the work produced, how consumers' requirements are passed to CIA and how producers get feedback on the quality of their work. I believe the study is nearly complete, and should go to Mr. Colby soon.

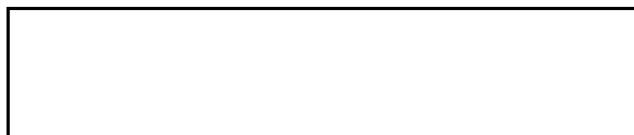
4. We and other S&T intelligence producers have spent a great deal of time gathering material for Sorrels and talking to him. A lesser amount of time has been spent with [redacted]. It seems to me that the people on the D/DCI/IC staff assigned to the new study ought to review [redacted]

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Production of S&T Intelligence"**

the OMB and IG reports very carefully before they launch a fresh effort. If they did this, there is good chance they would save themselves some time. They would also save some of my time.

5. Finally, there is one other thing about the terms of reference for the new study that bothers me. I get the feeling that the people who wrote it intend to look only at written in-depth reporting, like NIEs and STIRs. If that is so, it is a mistake. I think the major impact of intelligence on policy-makers comes from less formal reporting, such as briefings by the DCI to the NSC or briefings by Mr. Duckett to the Verification Panel. Any study of S&T intelligence production which doesn't take into account informal reporting is not likely to be of much use.



DAVID S. BRANDWEIN

Director

Foreign Missile and Space Analysis Center

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